

EASY E

CEF level A2

MEDIUM M

CEF levels B1–B2

ADVANCED A

CEF levels C1–C2

CEF: European Framework of Reference for Languages

INTRODUCTION

[1] Let's get started! E

James Phoon: Hi, everyone. It's great to have you with us.

Elisa Moolecherry: This issue, we explore a wide variety of topics, from dealing with embarrassment at work to the controversial issue of unlimited vacation.

James: We also hear from Linda Krockenberger, who initially moved to Dubai with the hope of starting a career in hotel management but then found her passion lay elsewhere — in the desert, with camels!

Elisa: That's right! There's lots more, too, so we'd better get started. Ready?

James: Let's go!

TRENDS

NAMES AND NEWS

[2] India wants online shopping for all E

James: When you want to buy something online, do you look on Amazon or do you try to buy from independent retailers? By creating the Open Network for Digital Commerce

(ONDC), India may have found a way of making it easier to buy from small businesses online. Let's find out more.

When consumers shop online, they tend to choose the easiest option. That usually means an e-commerce giant like Amazon. However, India may soon change this. The country has launched public digital infrastructure for retail businesses, called the Open Network for Digital Commerce (ONDC). The aim is to create an integrated network that displays products and services from all participating e-commerce platforms across all apps on the network. This would allow millions of small businesses to connect with suppliers, customers and delivery providers.

Currently, Amazon and the Walmart-owned Flipkart are thought to control some 60 per cent of India's e-commerce market, which the government estimates will be worth about \$350 billion (€353 billion) by 2030. ONDC's creators want to challenge the big platforms' dominance by attracting 30 million shoppers and 300 million sellers to the network by 2024. One of the driving forces behind ONDC is Indian billionaire and Infosys founder Nandan Nilekani. He told *Fortune* magazine: "We have a chance to start over and remake the digital world to be more fair and transparent for all participants."

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billion ► Milliarde(n)**billionaire** ► Milliardär(in)**founder** ► Gründer(in)**launch sth.** ► etw. einführen**retail** ► Einzelhandel**retailer** ► Einzelhändler(in)

[3] Knock, knock M

Elisa: How do you usually react when a door-to-door salesperson knocks on your door? It's fair to say most people aren't too happy when salespeople come to their homes to try to sell them something without having been asked to do so in the first place. One man who was not put off by the challenges that come with this job is Sam Taggart, an expert in door-to-door sales.

Sam Taggart was once arrested in Texas, nearly punched in Arkansas, and he's been called "scum" in more than 40 US states. Taggart is a door-to-door (D2D) salesman. "Everything is selling," he told *The New Yorker*. "You find the person's problem ... and you solve it through your product."

The job is anything but easy. Door knockers know almost nothing about their prospective customer, who usually isn't at all happy to see them. Most people expected the internet to kill off this old profession, however, the industry estimates that up to 100,000 D2D sales reps are active every summer across the US. Partly because of the internet, some companies feel that taking people by surprise is the only way

to restore "information asymmetry" (when the seller knows more than the customer).

Growing up in Salt Lake City, Utah, Taggart began D2D sales when he was just 11. He's been so successful, he was a millionaire by the age of 25 and now owns the company D2D Experts, which teaches other sales reps exactly what to say and how to say it.

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industry ► hier: Branche**kill sth. off**

► etw. den Garaus machen

prospective ► potenziell**punch sb.** ► jmdn. (mit der Faust) schlagen**put off: be -**

► hier: sich abschrecken lassen

restore sth.

► etw. wiederherstellen

sales rep (representative)

► Handelsvertreter(in)

salesperson

► Handelsvertreter(in)

scum f/ml. ► Abschaum;

hier: Dreckskerl

[4] Top Marx for Chinese graduates M

James: When looking for a new job, there are certain things that you might expect to find as listed requirements on a job advert, like experience and people skills. In China, however, one surprising trend seems to be on the rise. More and more employers are looking for employees with a degree in Marxism. Let's find out why.

Marxism is the official ideology in China, but since the reforms that began in 1978, economic prosperity has been more important. Now, the Marxists are back. China's President Xi Jinping prefers a stricter ideology, which includes tight-

er regulation of the private sector and efforts to reduce income inequality.

These policies are influencing the job market. Since 2018, the number of ideology and politics teachers at Chinese universities has risen by two-thirds. And the job-search website Yingjiesheng shows a 20 per cent rise in jobs that require a degree in Marxism, even as long Covid lockdowns have caused high unemployment.

It's not just universities that are looking for Marxism graduates. Companies want to show they're following the party line, especially after a crackdown in technology and other sectors. "It helps to have someone who speaks the party's language," David Tong, a factory owner in Ningbo, told the Financial Times.

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Top Marx... ➤ Anspielung auf „top marks“ = Bestnoten

crackdown

➤ hartes Durchgreifen

degree ➤ (Studien-) Abschluss

graduate ➤ Absolvent(in)

people skills

➤ soziale Kompetenz

prosperity ➤ Wohlstand

PROFILE

Gary Vaynerchuk

[5] The trendspotter us m

Elisa: Entrepreneur Gary Vaynerchuk is very good at identifying important trends and using them as an opportunity to make money. As trends come and go, Vaynerchuk's entrepreneurial background is equally varied.

Whenever there is significant technological change, "most human beings go on defense — they don't like it. But a small group takes the complete opposite take," Gary Vaynerchuk told the wire service Zenger. Known as GaryVee to his fans, the 47-year-old is a serial entrepreneur, business consultant and CEO. He was number one on the first *Forbes* list of Top Tech/Business Influencers, has tens of millions of followers on social media and is the author of several best-selling books on business, including *Twelve and a Half: Leveraging the Emotional Ingredients Necessary for Business Success*.

Central to Vaynerchuk's success is his ability to recognize trends early and to use that information to make money for himself and his clients. In the 1990s, Vaynerchuk recognized the power of the young internet to transform his father's liquor store. He renamed the store Wine Library and, by selling wine online, increased its annual revenue from \$3 million to \$60 million in just five years. Today, he is doing much the same thing for some of the world's biggest companies through his communications company VaynerX, located in New York.

The power of social media

One of his most successful companies is the VaynerX subsidiary VaynerMedia, a media agency that works with Fortune 500 companies, including PepsiCo, General Electric and

Johnson & Johnson. Describing itself as “a truly consumer-centric storytelling engine” on its website, the agency creates social media content for its clients and grew by more than 30 percent last year with \$188 million in revenue.

Vaynerchuk has a lot of experience using social media for business. In 2006, he began a hugely successful YouTube series called WineLibraryTV, and today, nearly four million people subscribe to his YouTube channel GaryVee, where he documents his life as a CEO and answers questions from his followers.

Born in Babruysk in the Soviet Union (now part of Belarus), Vaynerchuk and his family moved to New York when he was three. Even in school, he found ways to make money — like selling baseball collectors’ cards. In 2009, he and his brother founded VaynerMedia. Five years later, he co-founded the restaurant-reservation app Resy, which was later sold to American Express.

Vaynerchuk’s latest interest is in non-fungible tokens (NFTs). He created his own NFT collection, called VeeFriends, and organized a Web3 conference in Minnesota, called VeeCon. To promote his latest book, Vaynerchuk offered a free NFT to all social media followers who pre-ordered his book in bulk, which resulted in over a million sales worldwide in one day. “Eventually, we will all interact with NFTs because they will be our airline tickets, membership

cards and more,” he says. “It is inconceivable that, in 15 years, there’ll be any organization that doesn’t have NFT infrastructure integrated.” With Vaynerchuk’s history of recognizing trends, that’s worthy of attention.

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annual revenue

► Jahresumsatz

bulk: in ~ ► en gros

CEO (chief executive officer) ► Geschäftsführer(in)

entrepreneur

► Unternehmer(in)

found sth. ► etw. gründen

inconceivable

► undenkbar, unvorstellbar

ingredient ► Zutat

leverage sth.

► etw. (wirksam) einsetzen

liquor US ► Spirituosen

non-fungible token (NFT)

► nicht austauschbares
kryptographisches Token

serial entrepreneur

► Serienunternehmer(in)

subscribe to sth.

► etw. abonnieren

subsidiary

► Tochtergesellschaft

take ► hier: Einstellung,

Herangehensweise

wire service

► Nachrichtendienst

HEAD-TO-HEAD

Unlimited vacation

[6] Dialogue: Opinions on unlimited vacation

Elisa: Unlimited vacation might sound like the stuff of dreams, but more and more companies are adding this to the list of benefits their companies offer. But is unlimited vacation really a good idea? Listen to this dialogue between Tom and Sue, two colleagues who have different opinions on this topic.

Tom: Have you heard the news? The unlimited vacation policy has just been introduced by HR. Now, we can take as much time off as we want to! I think I'm going to treat my wife to a surprise break. Her company has unlimited vacation, too. It's so great!

Sue: Hmm, I'm feeling a bit apprehensive about it to be honest. I manage a small team of four people. What am I supposed to do if they all decide to go on holiday at the same time? It will create a lot of work for those of us left behind.

Tom: Don't worry too much about that. Common sense and good communication should make it easy to avoid a situation like that. Take a look at the FAQ page that the company sent us this morning. A number of concerns that people might have are listed there.

Sue: I'll take a look at it later. I just worry that "unlimited vacation" sounds too good to be true. There must be some hidden benefit for the company, otherwise they wouldn't do it. What happens if someone decides to leave the company, for instance? In the past, we were entitled to the remainder of our paid annual leave before terminating the contract. Otherwise, the company had to pay us the equivalent of those days. Now, we'd get nothing.

Tom: I hadn't thought of that. I suppose it must also make it easier for the company to recruit new staff because the policy sounds so great.

There are definitely benefits for the company, but as I see it, there are also benefits for us. It will be great for our work-life balance. People will be able to take more days off for major events like weddings and funerals, and when they come back, they'll be more productive at work. It's a win-win situation, as far as I can tell.

Sue: I don't know. Imagine what the boss would say if we took triple the amount of time off that we used to have. I don't think she'd be too happy about that. I'd be worried about getting negative feedback at my performance review if I took too much time off.

Tom: Don't get too stressed about it, Sue. Maybe a little break in the sun is just what you need!

Sue: Very funny. Come on, let's get back to work and agree to disagree on this one.

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annual leave

► Jahresurlaub

apprehensive

► besorgt

benefits ► Nutzen, Vorteile;

auch: Zusatzleistungen (des Arbeitgebers)

break ► Pause

entitled: be ~ to sth.

► auf etw. Anspruch haben

HR (human resources)

► Personalwesen;

hier: Personalabteilung

performance review

► Leistungsbeurteilung,

Mitarbeitergespräch

policy ► hier: Regelung

recruit sb. ► jmdn. einstellen

remainder ► Rest

time off: take ~

► Zeit freinehmen

topic ► Thema

treat sb. to sth.

► jmdn. etw. spendieren

triple ► dreifach

[7] Check your understanding

Elisa: Now, it's time to check your understanding of what you have just heard. You will hear a series of statements. Decide whether the statements are true or false. After each statement, you will hear a short sound, and then you will hear the answer. Ready? Let's go!

- The human resources department of the company that Tom and Sue work for has just implemented an unlimited vacation policy.
 - ▶ This statement is true. If a policy is "implemented", then it is introduced. Here's the next one.
- Sue is concerned that the policy might result in more work if her team members all go on holiday at once.
 - ▶ This statement is true. Sue is apprehensive about the policy because the team she manages is small. If everyone goes on holiday at the same time, she thinks this could result in more work. Here's the next one.
- Tom thinks the FAQ page shows how many problems there are with the policy.
 - ▶ This statement is false. Tom tells Sue to look at the FAQ page because lots of possible concerns are addressed on the website. He says this because he thinks the FAQ page could be a helpful tool for her.
- Sue suspects that the company might have had an ulterior motive for introducing the policy.

- ▶ This statement is true. Sue mentions that no longer having a paid annual leave policy means the company doesn't have to give workers their remaining days off before their contract ends. The company also doesn't have to pay the workers for the vacation that they didn't take during their contract.
- Tom thinks the new policy will make more applicants interested in jobs at the company.
 - ▶ This statement is true. Tom says that it will make it easier for HR to recruit people because the unlimited vacation policy sounds so good.
 - Sue thinks that people who take more time off will receive good feedback from the boss.
 - ▶ This statement is false. Sue thinks that people who take too much time off will get bad feedback at their performance reviews.

Elisa: Well done! If you got any of those answers wrong, go back and try the exercise again.

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address sth.

- ▶ etw. ansprechen

annual leave

- ▶ Jahresurlaub

applicant ▶ Bewerber(in)

apprehensive

- ▶ besorgt

human resources (HR) department

- ▶ Personalabteilung

performance review

- ▶ Leistungsbeurteilung, Mitarbeitergespräch

recruit sb.

- ▶ jmdn. einstellen

time off; take ~

- ▶ Zeit freinehmen

ulterior

- ▶ anderweitig

COMMUNICATION

INTERCULTURAL BUSINESS

Camel riding in the UAE: Desert dream

[8] Interview with Linda Krockenberger

James: Originally from Schwäbisch Hall, Linda Krockenberger is the co-founder of the Arabian Desert Camel Riding Center, the first official camel riding centre in the United Arab Emirates. She spoke to *Business Spotlight* correspondent Talitha Linehan about her decision to move country and how she first became interested in camels. Here's an extract from their interview.

Talitha: So, when and why did you decide to move to the United Arab Emirates?

Linda: I moved to the UAE in 2015. And it was initially my place to launch my career in hotel management. So, I had studied abroad in the Netherlands and was looking for the internship. And the UAE was one country that facilitated that so easily, from providing visa to paid internship time to accommodation — a country that was easy to transition into.

And because most of the corporate offices of very big hotel chains are all based in Dubai, I felt like it'll be very beneficial to my career to be in this country. So, it was a little bit the Mecca for hotels with the seven-star hotels and ultra-

luxury properties and just so much growth at the same time in this market and industry.

Talitha: Wonderful. OK, so let's get onto the camels. So, what made you want to learn to ride a camel in the first place?

Linda: Erm, the initial thought was finding like a vehicle to get to the desert. I felt very intrigued by exploring the desert landscapes and the remote places. And I actually looked into plotting routes to walk between, you know, to cross deserts from certain points by walking. And I discussed it with friends who would know the area. And they said, "You're absolutely crazy. You can't possibly carry all that water that you would need for a three-day trek or all your luggage and whatever it's required to bring. Or maybe you'll get lost."

So, I kept thinking, I was riding horses — because that was a hobby I had in Germany. But at the same time, I saw how the horses were struggling as well in heat, right? So, and that's when I thought, like, but the most obvious animal to help you with this would be the camel. So, that kind of sparked the curiosity.

Talitha: OK. So now, we're going to talk about your riding centre. When and why did you decide to establish the centre in the first place?

Linda: Erm, yes, so we did establish it in January 2021. And the idea was that I knew al-

ready how to ride camels and people asked me, “Where can I come and ride with you?” And I always had no answer. There was no place that I could bring people just to try or just even to join me to learn.

So, I found a stable that had camels as well. So, it was a horse stable, but with camels. And I talked with the team there and the owner and said, “Can I use those camels and try and develop a programme that we can use to train students to ride the camels?” And he said, “Yeah, of course. Go ahead, they’re yours!”

I kept just mentioning or talking about it to friends until I had one lady, who said, you should meet my now-business partner, Obaid Al Falasi, because he’s a very kind man. He has camels, and he’s open to ideas.

So, I said, “OK, sure.” And we met, and he understood the idea, I think, faster than I actually knew about what was going to happen, because he said, “So, we would just have to take a licence and go to the government and say, ‘We’re opening now a camel riding school’, so that anyone can come.”

So, that’s what he did. He went to the government, to the economics department, and said to them, “Please put camel riding on the list,” because there was no category for that in the beginning, obviously. Then we got a licence, and we needed to find a name. So, everything went really fast.

Yeah, now we have 13 camels, at the moment. And, yeah, clients. It’s hard to count because we have many that come just once, but we have about a base of 40 members who come once a month, once a week, some even twice or more than that. They just come and hang out with us. And, yeah, I feel that number is continuously growing and, yeah, overall visitors — it’s like my email database is now more than 500, so we’ve had quite some turnout, yeah.

Talitha: That’s wonderful! Thank you so much.

Linda: Thank you so much!

Talitha: Thanks. Take care. Bye bye!

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accommodation

► Unterkunft

based: be ~ in...

► seinen Sitz in ... haben

beneficial

► nutzbringend, vorteilhaft

center US ► centre UK

co-founder ► Mitgründer(in)

corporate office

► Geschäftsstelle, Unternehmenssitz

economics department

► Wirtschaftsministerium

extract

► Auszug

facilitate sth.

► etw. ermöglichen

hang out with sb.

► mit jmdm. Zeit verbringen

industry ► hier: Branche

internship

► Praktikum

intrigued

► fasziniert, neugierig gemacht

launch sth.

► etw. starten

plot sth.

► etw. kartieren

property

► Immobilie

remote

► abgelegen

spark sth.

► etw. entfachen; hier: wecken

stable

► Stall

transition into sth.

► hier: Zugang zu etw. finden

turnout

► Beteiligung

vehicle

► Fahrzeug, Transportmittel

BUSINESS SKILLS

Navigating embarrassment

[9] How to deal with embarrassing situations

Elisa: Embarrassment is part of life. It cannot always be avoided, but it can be dealt with in a way that makes everyone involved feel less awkward. The following article, by Ken Taylor, explores the topic of dealing with embarrassment at work in more depth.

In life, there are some things that are simply inevitable — death, taxes and embarrassing situations. Every one of us can tell stories of embarrassing moments at work:

After a long meeting, I realized I'd had a piece of coriander stuck to my teeth the whole time.

I came to a company event wearing jeans and a T-shirt when everyone else was dressed in suits or evening gowns.

The danger of social awkwardness is that it may cause us to behave in a way that just makes everything worse. We may laugh too loudly, speak in an unnaturally high-pitched voice or turn bright red. So, how should we deal with situations like these?

In general, there are two options. The first approach is simply to pretend it didn't happen. If you have something green stuck to your teeth, get rid of it and move on. The best way to do this is usually with humour: if you can laugh

at yourself, it quickly defuses an embarrassing moment. This may sometimes require a high level of self-confidence, but in many cases, it's the best thing to do. If we stay calm, it won't become a big deal.

At other times, of course, simply carrying on isn't really an option. The second approach is to confront the situation directly. Consider these scenarios:

1. Your boss praises you for work you didn't actually do

For one reason or another, you didn't pull your weight on a project, and a colleague did most of the work. While it might be tempting to say nothing and accept the applause, it is better to set the record straight as quickly as possible: "While I'd love to take the credit for this, it's really Kathy who deserves the compliment. And I agree with you that she did a great job." This is not just the right thing to do, but also makes you look like a leader because you're confident enough to pass on credit for good work without feeling threatened or insecure.

2. You're put on the spot in a meeting when you weren't expecting to present anything

Perhaps nobody mentioned that you'd have to give an update on a project, or maybe you weren't paying attention — either way, you now have to deal with the situation. To avoid looking like a scared rabbit, honesty is the best policy: "I'm sorry, but I didn't know this topic

would be addressed today. I'd like to get back to you when I've had a chance to prepare something."

Of course, if you have the knowledge, your other option would be to wing it. Stay calm and take a sip of water first to give yourself a little more time to gather your thoughts.

3. Your boss catches you watching a cat video on YouTube

The internet and smartphones now make it easier than ever to waste time at work. Of course, we want others to see us in the best possible light, however, if you get caught watching a cat video, or whatever it might be, trying to hide the fact will only look more suspicious. It's better to acknowledge it: "I just need to look at something else for five minutes to refresh my concentration." Your boss knows you're human. As long as you don't make a habit of it, there really shouldn't be a problem.

Keep calm and carry on

When an apology is needed, say you are sorry but don't over-apologize. If you introduce someone with the wrong name, say something like: "Oh, sorry, John. I was just talking to Frank and his name was still on my mind." Sometimes, a short, simple response deals with the situation: "Well, that was embarrassing, but moving on..."

Often, it's worth taking a few seconds to check your appearance — and for online calls,

that there's nothing in the background you don't wish others to see. You don't want to become a viral meme like the poor lady who was interviewed on TV with a large dildo on a shelf behind her!

If you have trouble distancing yourself from what happened, remember that everyone has moments of embarrassment — even celebrities have them. Actor Jennifer Lawrence tripped and fell over at the Oscars, and it happened to her again at a film premiere. Each time, she laughed it off and carried on. If you can show that you can manage the discomfort of an embarrassing situation, the moment passes quickly and is usually soon forgotten.

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acknowledge sth.

- etw. einräumen, zugeben

apology ▶ Entschuldigung

- awkward ▶ peinlich

awkwardness

- Unbeholfenheit, Peinlichkeit

carry on ▶ fortfahren, weitermachen

- credit ▶ Anerkennung

defuse sth.

- etw. entschärfen

discomfort ▶ Unbehagen

- embarrassing ▶ peinlich

embarrassment

- Peinlichkeit, Verlegenheit

evening gown

- Abendrobe

get back to sb.

- sich wieder bei jmdm. melden

high-pitched ▶ hoch

honesty ▶ Ehrlichkeit

inevitable ▶ unvermeidbar

meme ▶ Internet-Meme

over-apologize ▶ sich übermäßig entschuldigen

policy ▶ hier: Strategie

pull one's weight on sth.

- bei etw. vollen Einsatz bringen

put sb. on the spot

- jmdn. in Verlegenheit bringen

scared rabbit

- verängstigtes Kaninchen

set the record straight

- ▶ eine Sache richtigstellen

sip ▶ (kleiner) Schluck

- suspicious** ▶ verdächtig, verräterisch

- tempting** ▶ verlockend

- topic** ▶ Thema

- trip** ▶ stolpern

turn bright red

- ▶ knallrot werden

- wing it** jfm.

- ▶ improvisieren

[10] Essential phrases for dealing with embarrassing situations **M**

James: Now, let's practise some phrases that are useful for dealing with embarrassing situations. I'll tell you what to say and give you some of the words that you'll need. In the pause, form the necessary phrase. Afterwards, you'll hear the correct version. Don't worry if your phrase is slightly different from ours. Then repeat the correct version. Ready? Here's the first one.

1. You admit that you are blushing. Use "rather" and "red-faced".
 - ▶ I'm rather red-faced.
2. You use humour to make it clear you are usually different to how you seem at the moment. Use "I'm not", "this" and "home".
 - ▶ I'm not like this at home!
3. You exchange embarrassing stories. Use "what", "your", "most embarrassing", "moment" and "work".
 - ▶ What was your most embarrassing moment at work?
4. You apologize. Use "I", "sorry" and "that".
 - ▶ I'm sorry about that.

5. You talk about embarrassment head-on. Use "It's best", "confront" and "situation".

- ▶ It's best to confront the situation.

James: Excellent. Well done!

- blush** ▶ rot werden

- embarrassing** ▶ peinlich

- embarrassment**

- ▶ Peinlichkeit, Verlegenheit

- head-on** ▶ direkt

[11] Essential words for dealing with embarrassing situations **M**

James: In this exercise, you'll hear a dialogue between Violet and Niall. Then, we'll do an exercise in which we'll test you on some of the words used. OK, first listen very carefully.

Niall: Well, that was embarrassing!

Violet: What was? What happened?

Niall: Greg praised me for something I didn't do. Instead of saying, "I'd love to take the credit for this, but it's really Joey who deserves the compliment," I just turned bright red and said thank you. Ugh! I'm such an idiot!

Violet: [laughs] Oh, dear! You'll have to set the record straight.

Niall: I know! I was just so surprised that I missed the opportunity to correct him. I wanted to apologize, but he's in a meeting now.

Violet: Why don't you write him an email now, then talk to him when he's free? Everyone has awkward moments sometimes.

Niall: You're right. I hope I can find something

funny to say to him that will help defuse the situation.

James: OK, now we'll give you two alternative words, and then you'll hear one of the sentences from the dialogue again — this time, with a beep where one of the words belongs. In the pause, choose the right word to complete the sentence. Then, you'll hear the full sentence again. Repeat the sentence, trying to copy the speaker's pronunciation and intonation. Ready?

1. Here's the first pair of words to choose from: "embarrassed" OR "embarrassing"

Niall: Well, that was [beep]!

• Well, that was embarrassing!

2. And here's the next pair of words: "credentials" or "credit"

Niall: Instead of saying, "I'd love to take the [beep] for this, but it's really Joey who deserves the compliment," ...

• Instead of saying, "I'd love to take the credit for this, but it's really Joey who deserves the compliment," ...

3. And here's another pair of words: "blazing" or "bright"

Niall: ...I just turned [beep] red and said thank you.

• ...I just turned bright red and said thank you.

4. And here's the next pair of words: "record" or "report"

Violet: You'll have to set the [beep] straight.

• You'll have to set the record straight.

5. And another pair of words to choose from: "awkward" or "backward"

Violet: Everyone has [beep] moments sometimes.

• Everyone has awkward moments sometimes.

6. Here's the last pair of words: "defuse" or "deviate"

Niall: I hope I can find something funny to say to him that will help [beep] the situation.

• I hope I can find something funny to say to him that will help defuse the situation.

James: Well done. Did you get all the words right? If not, go back and listen to the dialogue again.

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awkward ➤ peinlich

bright red: turn ~

• knallrot werden

credit ➤ Anerkennung

defuse sth.

• etw. entschärfen

embarrassing ➤ peinlich

set the record straight

• eine Sache richtigstellen

CAREERS

MY BIGGEST FAILURE

Always have a learning mindset

[12] Vocabulary exercise

James: When project management specialist David Pereira received an email about a potential new job at booking.com, he decided to apply. The interview didn't go to plan, but he

did learn a lot in the process. Let's revise some of the vocabulary related to his story. In this exercise, you will hear a sentence giving you some context and then an unfinished sentence. Listen carefully and choose option **a)** or **b)** to complete each unfinished sentence.

1. A recruiter contacted David Pereira on LinkedIn. Recruiters usually contact people on LinkedIn...

- a) if they think they'd be good potential job candidates for a position they want to fill.
- b) if they think you need help improving your profile.

► The correct answer is **a)**. Here's the next one.

2. David Pereira felt he had the necessary experience and met the job requirements. Another way of saying that someone is a good fit for a job...

- a) is "to be a hit".
- b) is "to be a match".

► The correct answer is **b)**. Here's the next one.

3. When David Pereira was working in Brazil, output was the most important thing. This means that...

- a) marketing was the most important consideration.
- b) workers concentrated on results rather than the process.

► The correct answer is **b)**. Here's the next one.

4. During the interview, the interviewer asked David Pereira what tracking metrics he used

for his job. Tracking metrics are used to...

- a) help businesses monitor and measure growth and development.

- b) help businesses to keep track of staff whereabouts.

► The correct answer is **a)**. Here's the last one.

5. As a result of the interview questions, David Pereira realized that he was just communicating with stakeholders and moving from one task to the next, rather than thinking about what could be done to create value. A stakeholder is...

- a) an individual or a company that has an interest in a business's success because of their involvement in the organization, typically through investment.

- b) freelance business consultants who help businesspeople to make the right decisions.

► The correct answer is **a)**.

James: If you got any of those answers wrong, go back and try this exercise again.

Business Spotlight 11/2022, p. 33

business consultant

► Unternehmensberater(in)

freelance ► freiberuflich

good fit: be a ~ for sth.

► für etw. geeignet sein

interview

► Bewerbungsgespräch

keep track of sth.

► etw. nachverfolgen, den Überblick über etw. behalten

monitor sth. ► etw. überwachen, kontrollieren

output ► Arbeitsergebnis(se)

recruiter

► Personalreferent(in)

revise sth. UK

► etw. wiederholen

stakeholder

► hier: Beteiligte(r)

tracking metrics

• Kennzahlen zur Nachverfolgung

whereabouts

• Aufenthaltsort(e)

CAREER COACH

Clueless? Think again!

[13] What to do when you have no clue

James: Rather than blindly panicking when you realize that you have a task you don't know how to complete, it is worth turning to your team, being honest and taking a logical approach. Career coach Frank Peters shares some helpful advice on this topic in the following article.

There are times for all of us when we just don't have a clue what to do. We are stuck with a problem and don't see any way out. We feel like we're staring at a blank wall.

The great thing, if you work in a team, is that help is just around the corner, in the next office or on the next screen. Your colleagues can offer great support, and that's why I'd like to present a powerful tool that's so simple and straightforward it needs no preparation, and after one hour, you'll walk away with new ideas and stronger solutions. It also strengthens the trust within your team and your ability to solve problems.

First, however, make sure that a certain degree of trust already exists, as one of your team members will have to admit to the boss that

they don't know what to do. Trust is also a pre-requisite for being able to come up with lots of ideas, which is essential for this exercise.

The first time I did this exercise for myself, I was blown away by the benefits it provided. I didn't just gain lots of new solutions to my problem, but also felt much more confident that I'd be able to meet the challenge.

The next time you feel stuck, ask your team for about an hour of their time, book a meeting room (or organize a videoconference), have pens, paper, sticky notes and a flip chart or pinboard ready (or an online whiteboard), and then, follow these instructions:

1. The rules

Before you start, it's important that everyone agrees to the rules:

- Be open
- Treat the information shared in the meeting as confidential
- Appreciate different points of view
- Be neutral
- Engage actively

2. The roles

There is one person who is presenting their case. Everybody else acts as consultants. It may help if one of the consultants takes notes for everyone.

3. The case

Note that we're not calling it a "problem" any more, but a "case". That doesn't change the situ-

ation, of course, but it does change how people see it. “Case” is neutral, whereas “problem” has some negative connotations.

If you are the one presenting the case, make sure you provide all the essential details. Tell the consultants what you have tried to do to solve it. In this part of the exercise, the consultants are just listening and taking notes.

At the end of this section, the case presenter poses one clear question that he or she wants help with.

My example was: “I have a team workshop, but the team is divided into two groups because of capacity and language constraints. How can I make them feel solidarity; feel that they are one team?”

4. The questions

Now, it is the consultants’ turn to speak up and ask any questions they wish in order to better understand the case. Make sure that you don’t jump straight to solutions in this phase. It’s all about gathering and clarifying information to have a solid basis for the upcoming steps.

5. Ideas

Now comes the magic. If you’re used to brainstorming to find solutions, this step might surprise you. Here, make sure that the consultants cannot hear or see the person who presented the case. Place that person behind the pinboard or flip chart (or have them turn off their camera and microphone).

Why is this important? Remember the rule “appreciate different points of view”. The aim here is for the consultants to come up with completely new perspectives. The case presenter’s first reaction to those ideas might be skeptical. If the consultants see or hear signs of disagreement, they might stop following this path, which means that potentially good ideas may not come to light. Most of the time, however, this is where the gold is hidden. Often, the solution can be found where you’ve taken a quick, superficial look, didn’t like what you saw and moved on. It’s helpful when people with a fresh perspective take a second look.

As you might have guessed, the role of the person who presented the case is passive in this phase. He or she should stay silent, listen and take notes — especially if they hear a helpful idea or hint. If you need a break, it makes sense to take one now, after the ideas section.

6. Insights

This step belongs to the case presenter again. That person now shares the insights they’ve learned, what new takeaways they have gained, how they feel now and what they plan to do next.

When I did this, I had three concrete approaches to pursue. And even more important: I felt that I was riding a wave of new momentum. I gained confidence and a sense of compe-

tence, and I had new and varied perspectives on the challenge. The one I liked the most was that I shouldn't see the situation as a problem, but rather as reality or even as an opportunity.

7. Reflection

Now that the work has been done, it's always a good idea to reflect on what you have achieved as a team. Asking people how they feel, what they liked most about the experience, what surprised them or what they would do differently next time is really helpful. One of the reactions I hear almost every time is: "I'm so grateful that I have you as my colleagues. I don't feel alone with this situation any more." For many participants, it is the clear structure and sequence of steps that puts them at ease and powers their creativity.

Although the exercise can be done in an hour, it's better to plan 90 minutes. Above all, the ideation section should be long enough so that people don't feel rushed. However, it's also important that you have clear time limits for each section to ensure that people stick to the topic and don't go into too much detail.

The reason I like this exercise so much is that one person gets concrete help and support for a problem they are facing. The other team members work together as consultants and feel needed and supportive. Usually, some of the consultants realize that they're facing a similar situation, and now they've got some great ideas

about how to deal with it. How great is that?

Now, it's up to you. The next time you feel stuck, grab your team for an hour or so and do some problem-solving and team-building at the same time. It's worth it.

Business Spotlight 11/2022, pp. 38-41

achieve sth.

► etw. erreichen

appreciate sth.

► etw. schätzen, anerkennen

blank ► leer, unbeschrieben;
hier: nackt

blown away: be - by sth.

ifml. ► von etw. umgehauen werden

break ► Pause

clarify sth. ► etw. klären

clue ► Idee, Ahnung

come to light

► zutage treten; hier: bekannt werden

confidential

► vertraulich

constraint ► Zwang;

hier: Barriere

consultant

► Berater(in)

engage (sb.)

► (jmdn.) einbinden

ensure sth.

► etw. sicherstellen

face sth.

► etw. gegenüberstehen

grab sb./sth. ifml.

► sich jmdn./etw. schnappen;
hier: zusammentrommeln

hint ► Hinweis

insight

► Einblick, Erkenntnis

jump straight to a solution

► hier: vorschleunigend eine Lösung akzeptieren

momentum ► Dynamik

pose (a question)

► (eine Frage) stellen

prerequisite

► Voraussetzung

pursue sth.

► etw. verfolgen

put sb. at ease

► jmdn. die Befangenheit nehmen

rushed: feel -

► sich gedrängt fühlen

speak up ► sich äußern

sticky note

► Haftnotiz, Klebezettel

straightforward

► unkompliziert

takeaway ► Kernpunkt

topic ► Thema

LANGUAGE

ENGLISH FOR... Trades today

[14] Exercise: Tricky translations

Elisa: Now, let's continue by "skilling up" on our vocabulary. The German word *Technik* is translated into English differently, depending on the context. Mixing up these translations could cause misunderstanding. In this exercise, we'd like you to translate this German word in the context of the sentences given into English. Be careful to avoid confusion. Ready?

Elisa: The first meaning of the German word *Technik* refers to a particular way of doing something. Please translate this word in the context given in the following sentence.

■ *Gestern im Workshop haben wir viel über Kommunikationstechniken gelernt.*

► The correct translation of the word *Technik* in this context is "technique". The whole sentence translates to: "Yesterday in the workshop, we learned a lot about communication techniques."

Elisa: Another meaning of *Technik* refers to scientific knowledge which is used practically in an industrial context. Translate this word in the context of the following sentence.

■ *Leider verstehe ich von dieser Herstellungstechnik überhaupt nichts.*

► The correct translation of the word *Technik* in this context is "technology". The whole sentence translates to: "Unfortunately, I do not understand anything about this manufacturing technology."

Elisa: Well done.

[15] Exercise: Don't confuse

James: In this exercise, we'll practise the use of the different translations of *Technik*. First, you'll hear a sentence with a beep. In the pause, decide whether you need "technique" or "technology" instead of the beep. Then you'll hear the correct sentence. Ready?

1. The dancer showed amazing [beep].

► The dancer showed amazing technique.

2. [beep] has changed the way we live.

► Technology has changed the way we live.

There are two beeps in the next sentence.

3. This design [beep] uses the latest computer [beep].

► This design technique uses the latest computer technology.

James: Did you choose the right words to complete the sentences? If not, go back and try this exercise again.

Business Spotlight 11/2022, pp. 42-43

amazing ► toll, fantastisch

SKILL UP!

Sport

[16] Dialogue: Football club takeover 

James: Now, let's practise some football-related language. You'll hear a dialogue between two friends, Wendy and Stuart, about the takeover of Wrexham Association Football Club, or Wrexham AFC for short. Listen carefully, because this dialogue will be followed by a comprehension exercise in the following track.

Wendy: I heard your team was relegated from the EFL at the weekend.

Stuart: Yes, I'm gutted.

Wendy: You need a couple of big investors to buy the club, like the Hollywood actors Ryan Reynolds and Rob McElhenney did with Wrexham AFC.

Stuart: Ha! A £2 million investment and lots of publicity would be a big help. And we're a bigger club than Wrexham.

Wendy: Well, they were fan-owned. What a difference it's made to them — they got to the final of the FA Trophy. It's such a shame they were beaten by Bromley.

Stuart: The main goal of the new owners is to get their club back into the EFL, and I think they're going about it the right way. Wrexham's squad has been completely overhauled, with a lot of new signings, like striker Ollie Palmer. The club broke their record transfer fee to sign him.

Wendy: They've also invested a lot in the women's team.

Stuart: Quite right! Women's football is the world's fastest-growing female sport. And Wrexham isn't short of cash. They've got a sponsorship deal with TikTok, and shirt sales and season-ticket sales have gone through the roof.

Wendy: I bet they'll get promoted next season.

Stuart: I didn't know you cared so much about football.

Wendy: I love an underdog story.

bet sth. ► etw. wetten

go through the roof *ifml.*

► durch die Decke gehen

gutted: be - UK *ifml.*

► am Boden zerstört sein

new signing ► Neuzugang

overhaul sth. ► etw. überarbeiten; hier: neu ordnen

promoted: be/get ~

► aufsteigen

publicity ► Werbung, öffentliche Aufmerksamkeit

relegated: be/get ~ from sth.

► aus etw. absteigen

sign sb. ► jmdn. verpflichten, unter Vertrag nehmen

underdog story

► David gegen Goliath

[17] Test your understanding 

James: Now, it's time to check your understanding of the dialogue that you've just heard. You'll hear a series of statements. Decide which statements are true and which statements are false, based on what you have just heard. Each statement will be followed by a short sound. The answer will follow. Let's get started.

1. Wendy heard that Stuart's team was transferred to a lower division.

- ▶ This statement is true. Wendy heard that Stuart's team was relegated from the EFL.
- 2. Wendy thinks that Stuart's club would benefit from being taken over.
 - ▶ This statement is true. Wendy thinks a couple of big investors could be just what the club needs.
- 3. Stuart comments that Wrexham's squad is largely the same as it was before the new owners took over the club.
 - ▶ This statement is false. Stuart mentions that Wrexham's squad has been completely overhauled, with a lot of new signings, meaning that there have been major changes and many new players have joined the team.
- 4. Wrexham's shirt sales and season-ticket sales have not been going well.
 - ▶ This statement is false. Wrexham's shirt sales and season-ticket sales have gone through the roof, which means they are going very well.
- 5. Wendy thinks that Wrexham's women's team is likely to be relegated, too.
 - ▶ This statement is false. Wendy thinks Wrexham's women's team is likely to be promoted next season.

James: Well done! If you got any of those answers wrong, then go back and try the exercise again.

division ▶ hier: (Spiel-) Klasse, Liga

go through the roof ifml.
▶ durch die Decke gehen

new signing ▶ Neuzugang

overhaul sth. ▶ etw. überarbeiten; hier: neu ordnen

promoted: be/get ~

▶ aufsteigen

relegated: be/get ~ from sth.

▶ aus etw. absteigen

season ticket

▶ Saison-, Dauerkarte

squad ▶ Kader

[18] Exercise: Essential football words **M**

James: OK, let's "skill up" on our language now with some words that are essential when talking about football. First, you'll hear a definition of a word. Then, you'll hear two suggestions for the word that is being defined: **a)** and **b)**. In the pause, choose the correct option. OK? Here's the first one.

1. A player that might replace another player after the match has begun is a...
 - a) substitute.
 - b) substitution.
 - ▶ **a)** is right. If a player needs to leave the pitch, perhaps due to injury or exhaustion, then a "substitute" takes their place. "Substitution" is the action of replacing someone or something.
2. The person in charge of the football players' clothes is a
 - a) clothes hanger.
 - b) kit manager.
 - ▶ **b)** is right. The "kit manager" takes care of the players' football kit and makes sure they have their complete kit before a match. A "clothes hanger" is used to hang up clothes in a wardrobe.

3. A match in which two teams compete to win a cup is a...

a) cup title.

b) cup tie.

• **a)** is right. A “cup tie” is a match in a competition where the prize is a cup. “Cup title” refers to the title you win in such a match.

4. A match which is not played for winning points but for pleasure and practice is a ...

a) friendly.

b) friendship.

• **a)** is right. Two teams meet for a “friendly” if they just want to enjoy the match and get some practice. “Friendship” refers to being friends.

5. A ticket you buy for many matches that are played within a specific time is a...

a) season ticket.

b) unlimited ticket.

• **a)** is right. Fans of a football club buy a “season ticket”, for example for a year, which is usually cheaper than buying a ticket separately for each match. An “unlimited ticket” may be used without any time restrictions.

6. The money that a club pays to get a player from another club is the...

a) transition fee.

b) transfer fee.

• **b)** is right. A “transfer fee” is paid to buy a player from another team. In football, “transitions” refer to the moment when one team

loses the ball and the other team gets it. No fee is associated with transitions in football.

James: Well done. Did you get all those words right? If not, go back and try the exercise again.

Business Spotlight 11/2022, pp. 44-47

compete ► konkurrieren,
hier: gegeneinander antreten

competition ► Wettbewerb;
hier: Wettkampf

due to ► aufgrund von

injury ► Verletzung

kit UK ► Werkzeugkasten;
hier: Zeug, Ausrüstung

pitch UK ► Spielfeld

restriction ► Beschränkung

[19] Exercise: Collocations

James: For our final Skill Up! exercise, we'll look at some collocations. These are words that frequently go together to form word partnerships. Listen carefully to someone reading out an ad for a football business course. We'll then do an exercise on it.

Football is a dynamic business worth hundreds of millions of pounds. The practical modules of this online course will help you gain the management skills and football expertise you'll need. In this course, you will investigate the nature of the football business by analysing case studies and exploring the business models of football clubs. Interviews with football players and managers are used to understand the dynamics of working in a football team. This will prepare you for a successful career in the exciting world of football management.

James: OK, in this exercise, you'll hear the beginning of a sentence describing a situation. In the pause, complete the sentence using a collocation with the correct term from the text that you have just heard. Then, you'll hear the correct answer. OK, here's the first sentence.

- Someone who takes an active part in a football match is a...
 - **football player.** Someone who takes an active part in a football match is a football player.
- A group of football players is a...
 - **football team.** A group of football players is a football team.
- A football association is also called a...
 - **football club.** A football association is also called a football club.
- Professional football is inevitably associated with the...
 - **football business.** Professional football is inevitably associated with the football business.
- Someone who has in-depth knowledge of football has...
 - **football expertise.** Someone who has in-depth knowledge of football has football expertise.
- People who work to ensure that a football team works well and produces good results work in...
 - **football management.** People who work to ensure that a football team works well and

produces good results work in football management.

James: Well done. If you didn't get all those collocations right, listen to the text again and then try the exercise once more.

Business Spotlight 11/2022, pp. 44-47

ensure sth. ➤ etw. sicherstellen

exciting ➤ spannend, faszinierend

expertise ➤ Sachverstand

in-depth ➤ fundiert, umfassend

inevitably ➤ unweigerlich

FREESTYLE QUICK QUIZ

Bosses with bad habits

[20] And you think your boss has bad habits?

Elisa: CEOs may have good jobs, but that doesn't necessarily mean that their behaviour is always good. Test your knowledge of some of the most famous CEOs' bad habits with this quiz. Choose from the options given to complete the sentences in this exercise. You will hear the answer to each question after the ping sound.

The world's top managers have worked hard to get to where they are, but they are not all perfect role models — like the rest of us, they also have some bad habits:

1. Elon Musk admits to sending at least half of his tweets from _____.
 a) bed b) the toilet c) the beach
 • The correct answer is **b**). Elon Musk once tweeted: "At least 50% of my tweets were made on a porcelain throne."
2. What did former Yahoo! CEO Marissa Mayer do at a Cannes Lions dinner?
 a) She slept through the dinner.
 b) She was the only guest to order the tasting menu.
 c) She ignored the dress code.
 • The correct answer is **a**). Mayer says she needs just four hours' sleep a night. This caught up with her in Cannes.
3. What does US investor Warren Buffett say is one of his weaknesses?
 a) Junk food: he eats ice cream for breakfast and has three cans of Coke before work.
 b) Musicals: he's a big fan of Cats.
 c) Train sets: he has 17 of them at home.
 • The correct answer is **a**). Warren Buffett says he has "the diet of a six-year-old".
4. US entrepreneur and cooking icon Martha Stewart has some hard and fast rules. Which of these is one of them?
 a) Any food brought to the office must be from a Martha Stewart recipe.
 b) Employees mustn't socialize with each other.
 c) Only black or red ink may be used in her offices.
- The correct answer is **c**).
5. In his early days at Apple, Steve Jobs used what unusual method to relax?
 a) He drank water while upside down.
 b) He did some barefoot tree climbing.
 c) He soaked his feet in toilet water.
 • The correct answer is **c**). The authorized biography by Walter Isaacson mentions the unusual footbath Steve Jobs used to enjoy.
6. Twitter boss Jack Dorsey practises extreme intermittent fasting, but the first time he tried it, he _____.
 a) fainted
 b) felt like he was hallucinating
 c) cried
 • The correct answer is **b**). Dorsey eats just one meal a day and nothing at weekends.
7. Apple CEO Tim Cook was surprised at how much time he spends _____.
 a) sleeping
 b) watching reality TV
 c) using his iPhone
 • The correct answer is **c**).
8. It's been reported that Jeff Bezos regularly _____.
 a) orders caviar for his cat
 b) makes cruel comments to employees
 c) starts meetings at 6 p.m.
 • The correct answer is **b**). Amazon boss Jeff Bezos is known for his anger and lashing out at employees.

Elisa: How many of those did you get right? Memorize a couple of these fun facts. They might just come in handy the next time you are making conversation with a colleague about your boss's supposed bad habits. In comparison to these bosses, your boss probably seems pretty well behaved.

Business Spotlight 11/2022, p. 50

caught up: sth. ~ with sb.
▶ etw. hat jmdn. eingeholt

CEO (chief executive officer) ▶ Geschäftsführer(in), Firmenchef(in)

entrepreneur
▶ Unternehmer(in)

faint ▶ ohnmächtig werden

hard and fast rules
▶ feste Regeln

ink ▶ Tinte

intermittent fasting
▶ Intervallfasten

recipe ▶ (Koch-)Rezept

role model ▶ Vorbild

soak sth. ▶ etw. durchnässen;
hier: baden

socialize ▶ private Kontakte unterhalten

tasting menu
▶ Degustationsmenü

train set ▶ (Modell-)Eisenbahn

upside down ▶ auf dem Kopf stehend

CONCLUSION

[21] Until next time... ☑

James: It's time to say goodbye, but it won't be long until we're back with more exercises, articles and interviews for you to enjoy.

Elisa: We hope you enjoyed this issue. Thanks, everyone.

James: Bye bye!

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Hildegard Rudolph (frei),

Michele Tilgner (frei)

Produktion: Dorle Matussek

Produktmanagement:

Ignacio Rodriguez-Mancheño

Tonstudioaufnahmen (Verlag):

Matthieu Rouil

Druck und Vervielfältigung:

optimal media GmbH,

D-17207 Röbel/Müritz

SPRECHER:

James Phoon (UK): Anmoderation

Elisa Moolcherry (CAN):

Anmoderation

Damion Sanchez (US): Names and News, Profile, Head-to-Head, Business Skills, Career Coach, English for..., Skill Up!, Freestyle

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Talitha Linehan (IRE): Intercultural Business

Linda Krockenberger (GER):

Intercultural Business

Maria Rouil (GER): English for...

Produktion und Ton:

Karl Braun

Tonstudio: Cebra Studio,

82194 Gröbenzell

GEMA

Verlag und Redaktion

Spotlight Verlag GmbH

Kistlerhofstr. 172,

81379 München

Tel. (089) 8 56 81-0

www.business-spotlight.de

Kundenservice:

abo@spotlight-verlag.de

Redaktion:

business@spotlight-verlag.de

Einzelverkaufspreis:

Deutschland € 12,90

Geschäftsführer:

Margorita Schweizer

Amtsgericht München

HRB 179611

USt-IdNr. DE 265 973 410

Der Spotlight Verlag ist ein

Tochterunternehmen der

Zeitverlag Gerd Bucerius GmbH

& Co. KG